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<https://cs3.eis.af.mil/sites/26786/fmpubs>

SPOTLIGHT: HIGHLIGHTS OF THE 2016 SAF/FM EXECUTIVE SESSION

by Mr. Mike Cerda, SAF/FME

On 3 – 4 August 2016, the most senior civilian, officer, and enlisted leadership across the Air Force financial management team convened at Joint Base San Antonio (Randolph) for the 2016 SAF/FM Executive Session, hosted by our SAF/FM, Mr. Ricardo Aguilera. The Executive Session is an annual meeting that provides an important opportunity for senior leaders to meet face-to-face for a few days to focus on key issues and the future direction of the FM team.

Mr. Aguilera kicked off the Executive Session by summarizing his expectations. He reminded the senior leaders that to remain relevant and exceptional in serving our Air Force, we need to periodically self-evaluate where we are and where we're going. In doing that, he recommended we first assess what our customers and stakeholders most value about our capabilities and how we can strengthen that value. He also emphasized that the group ask “*why*” we exist as a method of clarifying our foundational purpose to the warfighter and Airmen in general. He added this is also an inspirational reminder about the high stakes of “*what*” we do and the privilege of serving the American people and the Department of the Air Force.

The formal Executive Session discussions included a review of several key topics. Among the briefings was an update from Col Larry Rice on the Air Force Installation and Mission Support Center (AFIMSC). Some of the key issues moving forward are to provide increasing feedback to MAJCOMs and CPTS/CCs on financial services health, pushing FSRM \$s out earlier in the year to support earlier execution, and developing greater process standardization.

Mr. Tom Murphy, Deputy Assistant Secretary for Financial Operations, gave an update on Financial Improvement and Audit Readiness (FIAR) progress. He advised the team of the progress being made across the spectrum of Air Force key balances in plant and equipment, inventories, liabilities, and the statement of budgetary resources. The senior leaders also discussed improving the quality of audit feedback on discrepancies to increase the knowledge level of audit readiness across our FM team. ➤



Maj Gen James Martin, CMSgt John Writer, and our MAJCOM Enlisted Leadership Team

SPOTLIGHT: HIGHLIGHTS OF THE 2016 SAF/FM EXECUTIVE SESSION (cont.)



CMSgt John Writer, Executive for Enlisted Matters, gave an update on the current manpower study and the expertise our senior enlisted FM functional managers provided in properly documenting the workload being done by the FM team. Progress has been made in mitigating the size of the reductions and sustaining important enlisted leadership positions. The attendees also received an update on current civilian workforce issues, discussed ways to maximize development opportunities, and discussed how to make development team meetings more effective.

The primary agenda for the Executive Session was reserved for attendees to discuss what value the FM team is expected to provide the Air Force. The discussion highlighted where we should focus on improving our support as we move into the future. Initial discussions began with a review of “Commitments and Expectations” – those areas where FM leaders and wing and group commanders advised on what they thought were the most important FM responsibilities to the Air Force team. In line with Mr Aguilera’s advice, those discussions centered on providing high-quality customer service to Airmen, providing high-quality analytics and advice to Air Force leadership on resource allocation issues, and working closely with our functional peers to create more streamlined and better-informed resource decision making.



FM Executive Session attendees at Randolph Air Force Base

The attendees also broke into smaller groups to identify specific areas where the FM team should spend time to create a more effective team for the future. Much discussion centered on broader uses of technology to improve customer service and the analysis of financial data. The teams also noted that training aligned to improving these capabilities, along with developing stronger collaborative and communication skills, would aid in better serving FM stakeholders and customers.

The attendees also enjoyed a few “extra” highlights. Among those was an evening of Texas BBQ – a social event that included invitations to former, retired senior financial management personnel that live in the San Antonio area. Among those attending was Maj Gen (retired) Al Flowers – the longest serving airman in Air Force history and the longest serving African American in the history of the United States Department of Defense. The FM Chiefs, led by CMSgt Writer, also surprised Maj Gen James Martin, Deputy Assistant Secretary for Budget, by designating him as an honorary FM Chief – an honor he stated “was the best he’s ever received” in his Air Force career. Lastly, many attendees closed out the week by attending a Basic Military Training (BMT) graduation at Lackland AFB. One of our own, Brig Gen Jim Peccia, was the reviewing official as the newest members of our great Air Force passed in review.

In summary, the Executive Session was a starting place for a renewed focus on what we do, why we do it, and how we do it – and doing it with excellence. These strategic discussions helped to shape initial ideas about new ways to better serve our key stakeholders: our Airmen, our leadership, and our peers from other functional communities. Mr. Aguilera closed out the session by challenging the team to move forward on several “Lines of Effort” or pilot programs that improve mission outcomes. Maj Gen Martin added that we need to ensure junior FM personnel are invited to serve on project teams since they provide important perspective and an understanding of technology options that will help FM continue to improve.

Our goal is to reflect these plans and priorities in an updated FM Strategic Plan. More to come! 

About the Author

Mr. Mike Cerda is the Director, FM Workforce Management and Executive Services (SAF/FME).

FM Certification: What Comes Next?



by Ms. Dean'na Hoy, SAF/FME

Like most users, you've worked diligently to obtain your initial certification. Hours spent digging through old boxes to find your training documentation, taking online training to fill those last few training gaps, then searching for the secret decoder ring used to enter it all into the Learning Management System (LMS) iCompass to prove you did it. All the while, getting poked by leadership on your status. Once you had it all loaded into the system, you crossed your fingers, held your breath, maybe even rubbed a rabbit's foot or two for good luck, with the hopes your package would make it through all the different levels without issue. Ah, then you look back on that moment when you learned your package made it through the process, you were certified! It was one of the greatest moments; you could finally take a deep breath, relax, and feel the weight lifting off your shoulders. And then you learned about the Continuing Education and Training (CET) requirement ...



The what? Like most professional certification programs, the DoD FM Certification requires participants to continue growing their professional proficiency. This is achieved through the CET requirement.

So, what are CETs? Program participants earn their CET credit post-certification award in order to continue their growth and avoid plateauing. The CET requirements are based on the awarded certification level; Level 1 personnel must complete 40 hours, Level 2 have a 60-hour requirement, and Level 3 must knock out 80 hours within 2 years of their certification award.

What counts for CET credit? Lots of things! Unlike initial certification, CETs come in various forms beyond course work; there's no requirement to fall within a certain track, and there are no proficiency levels associated. This means if users want to learn something new outside of their current realm and it's on a qualified topic, they can take the beginner course and still earn CET credit.

Professional activities such as serving as a speaker, writing articles, or developing training also provide CET credit. Professional Development Institutes, American Society of Military Comptroller chapter meetings with educational programs provided by guest speakers, internal training programs, seminars, workshops, and even the creation of briefings outside the scope of normal business provide CET credit. Tuning in for Developing Financial Managements Leaders for the 21st Century forums, reading the *Air Force Comptroller* magazine and *SAF/FM Online Newsletter* are just some of the additional ways to earn CET credit. Even if you are enrolled in Career Development Courses (CDCs) for upgrade training or are in pursuit of another professional certification (Certified Defense Financial Manager, Certified Government Financial Manager, Project Management Professional, or Six Sigma), once you complete the program or are awarded the certification, you earn CET credit for the time spent on the exams! Finally, course work completed either online or through in-residence training under a qualified topic, will provide the CETs for the length of the course. Participants earn CET credit as a student or as an instructor. As you can see, the pursuit of CETs is easier than you think!


Some important things to remember – In order to earn CET credit, the activities or training must occur after the certification is awarded. Next, the topic for the activities must fall into the maintaining or enhancing of the professional proficiency arena. The professional proficiency topics include (but are not limited to): Budget, Finance, Accounting, Decision Support, Leadership, Audit Readiness, Ethics, and Fiscal Law. Some activities don't count, so those weekly staff meetings or on-the-job training that may be required for your position, are not going to earn you CET credit. Same goes with non-professional proficiency-related activities such as personal investment courses, resume writing, basic courses, or repeat courses which the user already has knowledge about, and training or performing administrative operations like Task Management Tool (TMT), LMS, Air Force Training Records (AFTR), and/or self-inspections, will not provide CET credit.

What do I do with CETs? Once you have laid out those activities which count for credit, then you must show proof of progress toward your CET requirement. This is accomplished through two mandatory methods: recording the items into ➤



LMS to reflect status and progression and through the maintenance of a personal file which must include a log and documentation for CETs claimed. For some, you would rather take a trip to the dentist for a root canal than play around in LMS again; however, this time it's easier. For CETs, you don't have to search for the course name or worry about versions; instead, you log them into the system by course number (01, 02, 03), adjust for the date completed along with the credit hours claimed, and enter the name of the activity claimed in the "Comments" section. You don't even have to upload documentation, so it's one less worry about Personally Identifiable Information (PII). If you want, you can lump your activities together by month under one course number, but just remember to break out the description of each under the "Comments" section and on your personal log. If you run into any hiccups along the way, work with your local Component Administrator (CA) for corrections. Finally, there's no routing for supervisor approval of CETs. You log them into LMS, and the CAs and leadership monitor the progression for the unit. Once you reach your minimum hours, do one final "Record Learning" for CET Requirements Complete and you are done for that two-year period!

While it may seem that FM Certification is a never-ending task, just remember, you are constantly learning and improving. With any certification comes the requirements to maintain proficiency, and this program is no different. You've accomplished the hard part – earning your initial certification – and the path to CET fulfilment is easier than you think (no decoder ring required and perhaps even less painful than a trip to the dentist.) Continue on your journey, and if you have any questions please contact your local FM Certification POCs or reach out to the SAF/FM Certification Team at usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil.

Want to learn more? Visit the AF FM Certification SharePoint site and check out the CET Information and Training Slides folder at: <http://go.usa.gov/3Ajgh>. There are lots of great tools available to include a CET tracker, step-by-step instructions with screen prints on logging CETs into LMS, and a thorough description of the different activities which provide credit (along with those which do not), among others. If you are looking for courses which provide CET credit, there are plenty of options such as myLearn, FMDLC, TraX, Skillsoft, and DAU. 



<https://fmonline.ousdc.osd.mil/FMmyLearn>



<https://fm.adls.af.mil>



<https://www.defensetravel.dod.mil/Passport>



<https://usafprod.skillport.com>



<https://learn.dau.mil>

About the Author

Ms. Dean'na Hoy is a Kearney & Company consultant supporting SAF/FME.

Theater Security Packages and Continuous Bomber Presence in the Pacific



by Lt Col Douglas Pierce, PACAF/FMA

Airpower plays a significant role in securing America's interests in the Indo-Asia-Pacific Area of Responsibility (AOR). In 2012, then Secretary of Defense, the Honorable Leon Panetta, stated in the Defense Strategic Guidance that “the maintenance of peace, stability, the free flow of commerce, and of U.S. influence in this dynamic region [the Indo-Asia-Pacific] will depend in part on an underlying balance of military capability and presence.” Theater Security Packages (TSP) and Continuous Bomber Presence (CBP) provide U.S. Pacific Command (PACOM) this military capability and presence.



B-52 Stratofortress, B-1B Lancer and B-2 Spirit sit beside one another on the flightline at Andersen Air Force Base, Guam, 2016 Aug 10

As PACOM initiatives, TSP and CBP have occurred since the early to mid-2000s and have bolstered our presence in the region. TSP refers to additional fighter squadrons and personnel, whereas CBP refers to the additional bomber squadrons and personnel that rotate into the PACOM AOR. Typically four to six months in length, TSP and CBP deployments expand our military posture, support readiness requirements, and strengthen relations with our allies and partners.

Examples of recent TSP and CBP deployments include: Active Duty F-22s from Langley AFB, Virginia to Kadena AB, Japan; ANG F-15Cs from the Louisiana Air National Guard (ANG) participating in a COPE TIGER exercise (a multilateral large force employment exercise involving United States Air Force, United States Marine, United States Navy, Royal Thai Air Force, Royal Thai Navy, and Republic of Singapore Air Force); and the very recent integrated bomber operation in which B-52s, B-1s, and B-2s simultaneously conducted operations in the South China Sea, Northeast Asia, and Australia. In some form or fashion, each TSP and CBP facilitates training and operational readiness, integrating joint, coalition, and bilateral training, enabling Total Force Integration, solidifying ties with US allies and partners, and demonstrating to the international community the United States' resolve regarding security and stability in the region.

As FMers, we play an important role in supporting TSP and CBP. Not only PACAF FMers, but FMers from Air Combat Command (ACC), Air Force Global Strike Command (AFGSC), Air Mobility Command (AMC), Air Force Materiel Command (AFMC), Air Force Installation and Mission Support Center (AFIMSC), the Air Reserve Components (ARC), and Air Staff support TSP and CBP. Identifying, validating, and funding the requirements, whether it's the TDY/deployment piece, additional costs to base operating support (i.e., Dining Facilities Administration Center, fitness center, vehicle maintenance), additional costs in Ops/Maintenance requirements (i.e., Flying Hours, Aerospace Ground Equipment, corrosion control, tools), takes a team effort. TSP and CBP missions demonstrate the Air Force's ability to project global reach and power in the Pacific, and FMers are key partners in making the mission happen.

Recently, the current Secretary of Defense, the Honorable Ashton Carter, stated “the [Indo]-Asia-Pacific region is the ‘single most consequential region’ for America's future.” Since its inception as the Far East Air Forces in 1944, PACAF Airmen have helped underpin stability and security in the Indo-Asia-Pacific. The Air Force is a resident Pacific power and provides a military balance of strength to safeguard America's interests and sustain its global leadership role in the region. Filled by Airmen from ACC, AFGSC, AMC, and the ARC, these smaller, more agile, and expeditionary TSP and CBP rotational deployments augment and enhance a presence that has provided security and stability in this region for the past 70 years, and will continue for the next 70 years and more to come. 

About the Author

Lt Col Douglas Pierce is the Chief of the Financial Analysis Division at Pacific Air Forces.

Senior Leader Webchat: Mr. Fred Carr – Journey to Audit Readiness

by Mr. Peter DeHaas, SAF/FMEW



On Tuesday, 23 August 2016, Mr. Fred Carr, Associate Deputy Assistant Secretary for Financial Operations (SAF/FMFA), presented his Audit Update during the Senior Leadership Webchat. Over 150 attendees watched live as Mr. Carr offered his wisdom and practical advice for the Air Force's journey to audit readiness. In his opening statement, Mr. Carr addressed our need to utilize Financial Improvement and Audit Readiness (FIAR) in an effort to provide timely, reliable, consistent, and accurate financial information to become audit ready. He believes it is important to focus on the journey and the transaction in order to reach our goal of a clean audit opinion.

JOURNEY TO AUDIT READINESS

Mr. Carr spent time talking about moving from our current environment to our future environment through a change management process within our culture. This process would provide a full cost of doing business versus simply obtaining a budget and spending that budget. He expressed a need to establish auditor confidence by refining and standardizing our internal control process for auditor sampling and testing. This will lead to a baseline the Air Force can use from one fiscal year to the next and throughout each year.



WHERE WE'VE BEEN, WHERE WE ARE, WHERE WE ARE GOING...

- **FY14:** Declared audit readiness for the Air Force
- **FY15:** Went through our first GAAP Audit which resulted in a Disclaimer Of Opinion
- **FY16:** Currently in the second year of audit, and learning more about our processes in order to refine and standardize those processes
- **FY17:** Stand up a robust internal control process
- **FY18:** Become audit ready and receive a clean audit opinion

IT'S ALL ABOUT THE TRANSACTION

Mr. Carr believes the key to a thorough audit is ensuring transactions are fair, accurate, and presented. Through standardized processes, good internal controls, key supportive documents, and a sound system we can protect the transaction. Relying on supportive documents, and the authority behind those documents, and entering transactions into the system cleanly the first time help reduce misstatements. Training from the top down to properly and consistently record transactions will allow for more efficient comparisons across the AF enterprise. Mr. Carr said, "Audits keep us honest" and help us avoid ending up with a corrupt government riddled with fraud, waste, and abuse.

In closing, Mr. Carr candidly stated, "It's a daunting task ... but it is the process that we will follow as we march through this journey on our way to audit readiness." By focusing on the journey and the transaction, while upholding the core values of the Air Force, we can ensure that the taxpayer is confident their tax dollars are being spent wisely.

Thank you to Mr. Fred Carr for his insight and outlook on leadership and success. A recording of Mr. Carr's audit update, along with an informative Q & A session, can be found on the SAF/FM Leadership site at <https://cs3.eis.af.mil/sites/26786/FMLead/default.aspx>.

ABOUT THE AUTHOR

Mr. Peter DeHaas is an intern supporting SAF/FMEW.

2016 CSAF Reading List: Understanding Our Past to Improve Our Future

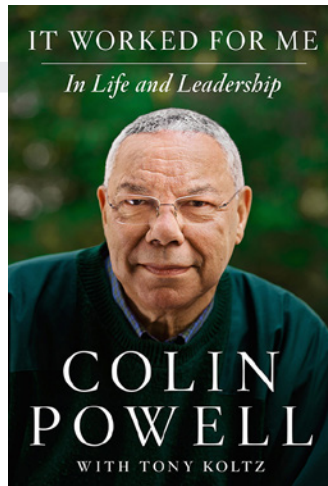


Abraham Lincoln once said, “A capacity and taste for reading gives access to whatever has already been discovered by others.” As Airmen, we must understand our past in order to prepare for and effectively face the challenges the future holds. The Air Force has a rich heritage and in order to understand how we can use past lessons learned to achieve future mission goals, it only makes sense to read the books that highlight our past heroes. The 2016 CSAF Reading List is full of books that capture Air Force history and allow us insight into the challenges and successes of those who came before us.

Reading is one of the best ways to enhance your professional depth and breadth of knowledge, so please take the time to pick up one of the following books recommended by our former Chief of Staff of the Air Force, Gen Mark A. Welsh:

Hit the Target: Eight Men Who Led the Eighth Air Force to Victory Over the Luftwaffe by Bill Yenne

With an entertaining mix of personal stories of mischief, bravado, and well-deserved honor, Bill Yenne brings to life Air Force heroes teaching us lessons still applicable today. Jimmy Doolittle, Tooey Spaatz, and Ira Eaker rose to immortality in the history of the USAF as the Airmen of the Greatest Generation and as commanders of the Eighth Air Force. Their stories of excellence are interwoven with equally impressive stories of **Memphis Belle** pilot Bob Morgan; Rosie Rosenthal of the “Bloody Hundredth;” the fifth CSAF, Curtis Lemay; USAAF Ace Hub Zemke; and the original Airman Snuffy, Medal of Honor recipient Maynard Smith. Through the trials and tribulations of a World War, these Airmen ultimately found victory and set an enduring example of service and perseverance for today’s Airmen.



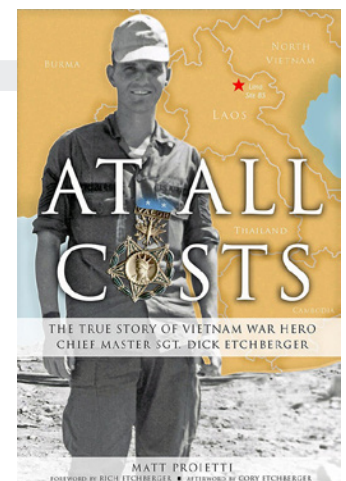
It Worked for Me: In Life and Leadership by Colin Powell and Tony Koltz

A lifetime of leadership lessons from one of America’s most respected, modern-day statesmen is related in this volume that should be read, and re-read, by all Airmen. From his often repeated “13 Rules” to chapter-length leadership lessons, every page provides an education you can apply instantly. The former Chairman of the Joint Chiefs of Staff and Secretary of State blends lessons with historical examples of times his resolve was tested. Look for Colin Powell’s unorthodox method for steeling himself before a tough meeting.

At All Costs by Matt Proietti

On a remote radar outpost, a small group of Airmen took on a mission shrouded in so much secrecy they had to officially leave the Air Force before reporting for duty. This team ensured bombs hit with precision deep inside enemy territory, and they continued the mission until their post was compromised. The ensuing fight and his heroic actions would eventually earn CMSgt Etchberger the Medal of Honor.

To learn more about these books, as well as view the full 2016 CSAF Reading List, please visit <http://static.dma.mil/usaf/csafreadinglist/index.html>.





Attention FMers: Now is the Time to Help Shape Your Future!

Remember to take 10 minutes to complete the FM Workforce Development and Communications Questionnaire in order to shape your future! The questionnaire is currently OPEN and can be accessed via myFM Career (rotating banner) at <https://www.myfmcareer.hq.af.mil/>.

Please contact the SAF/FMEW workflow at saf.fmew.workflow@pentagon.af.mil for all questions.

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Want to read the latest *Air Force Comptroller* magazine or *SAF/FM Online Newsletter* on your commute? Well, now you can! Through myFM Career, your one-stop-shop for FM development tools, you can now access all FM career products outside Common Access Card (CAC) authentication!

Check it out today on your smartphone or tablet at <https://www.myfmcareer.hq.af.mil>.

If you want more information or have any questions about myFM Career, please contact the SAF/FMEW Workflow at usaf.pentagon.saf-fm.mbx.saf-fmew-workflow@mail.mil.



Calling All DEAMS Users!

Whether you're a new or seasoned DEAMS user, the October Webinar schedule has something for you! Check out the training offerings listed below and if you're like to sign up, log into FM DLC and click on the "Webinars" tab. If you have any questions, or need assistance, please feel free to contact the Financial Systems Training team at saf.fmpaffso.training@us.af.mil

04 October – DEAMS Funds Loading & Certification	1300-1500 hrs EDT
06 October – DEAMS Project Billing User(PBU)	1300-1500 hrs EDT
11 October – DEAMS GPC/4009	1300-1500 hrs EDT
13 October – DEAMS Travel Course	1300-1500 hrs EDT
18 October – DEAMS Intro Course	1300-1500 hrs EDT
19 October – DEAMS Forms Type Pt 3 185 & 616	1300-1500 hrs EDT
20 October – DEAMS Project Billing User (PBU)	1300-1500 hrs EDT
27 October – DEAMS Supplier Build	1300-1500 hrs EDT

